

A group of four business professionals (three men and one woman) are gathered around a table in a meeting. One man is standing and leaning over the table, while the others are seated. They appear to be engaged in a discussion. The image is overlaid with a semi-transparent teal filter. The text is centered and reads:

Establish Organizational Resilience through Leadership & Engagement

Brief Discussion

- **Case Samples**
- **Organization Resilience**
- **Leadership Roles & Engagement**
- **Discussion**

EPL – 40 years large polymer and rubber extrusion company

Well established product & services distribute to NZ and export

Custom designs elastomer products for use in almost every industry; construction/automotive/appliance/electronics/marine/medical industries

2011 Earthquake at Christchurch, NZ

Factories collapsed heavily damaged

Traumatic and devastated employees and family members

Customer demands and questioning capabilities to deliver

Secured power, civil engineer, water tanks, containers, forklifts and toilets to start run the manufacturing (most items came from competitors)

Staff unanimously, enthusiastically, emotionally agreed to stay work together rebuild the company

Within 48hrs had power, water, and all necessities

Set up facilities for Staff and family members to cook and wash, prepared lunch for 6 weeks, Staff counseling

Eight months later, still in survival mode, need to convince local, national and international customers

In the years since, EPL has taken the opportunity to invest in a new state of the art building and reestablish the business through innovative high-tech products for medical equipment

How they do it?

- Strong leadership
- Strive for constant innovation with an eye to future market opportunities
- Develop good networks/relationships – people (including competitors)
- Provide the basics for staff during/following crisis
- Clear vision of what need to be achieved and communicate to staff
- Keep enthused and celebrate success every moment
- Have a “one team” spirit
- Keep up appearances – customer judge company on appearances
- Communicate effectively with customers – they need to know whether the company is operational and will meet their needs
- Keep working environment comfortable
- Encourage practical outlets – exercise and stress management

ABC – foreign majority owned bank operates in Indonesia

Well established retail and corporate product/services

High employee satisfaction survey result for the last few years

2020 Covid 19 Pandemic

At the early stage no clear directions on medicines/treatments/vaccinations

Government regulate limited/prohibit public interactions (public transportation/office/supermarkets/etc)

Uncertainty and fear of getting infected

Operational must still continues serving clients as usual

Very limited company guidance/protocols

CEO and Management construct temporary guidance based on routine contingency plans, communicate with staff on the situation to work together

CEO and Management work together with other company CEOs/Directors to get collective vaccinations for staff and family members

Establish basic health protocols for business routines, and adjust medical coverage for staff and family members

Business/functions and staff mapping – continuous operations and delay operations

Technology ready operations, and supports for settling workstation at home

Prepare accommodation for temporary shelters, also basic supplies and shuttle services from various regions to office and prepare free-lunch for staff who must work at the office

Establish guidance for managers for organization engagement and conduct meetings virtually

Offer counseling services for staff

How they do it?

- Strong leadership
- Business contingency plan culture has been implemented
- Creativity and innovative behavior
- Open minded to eradicate obstacles – never happened experience
- Develop good networks/relationships – people (including competitors)
- Provide the basics for staff during/following a crisis
- Clear vision of what need to be achieved and communicate to staff
- Have a “one team” spirit
- Communicate effectively with customers – they need to know whether the company is operational and will meet their needs
- Keep staff working environment comfortable
- Encourage practical outlets – exercise and stress management

ORGANIZATION RESILIENCE

Organizations are frequently confronted with unexpected (rare events/surprises/catastrophes/ crises) natural disasters/technical malfunctions/extreme disruptions. The unexpected may arise within or outside of the organizations, the importance and magnitude of its effects can be surprising

Organization ability to resist adverse situations and/or the ability to recover disturbances and return to a normal state

Organization ability to recover from impacts that have exceeded the boundaries of a firm's coping range through strategic defense

Organization capability to effectively absorb, develop situation specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organizational survival

Defensive – Offensive – Recovery – Anticipation – Risk – System – Groundwork – Networking – Future Skills
Leadership – Engagement – Communication

ORGANIZATION RESILIENCE

Resilient Organization
Characteristics to Enable
and Promote nimble
strategies, adaptive through
flexible atmospheres and
resilient environments

Mindful & Aware of
Environment

Respond Productively
to Continuous Change,
Adversity, Disruptions

Positively Adapt and
Learn from Experience
to Drive Higher Long
Term Performance

Anticipate
Prepared
Adapt
Collaborative
Responsible
Trustworthy
Assess

Purpose & Meaning

Empowerment

Social Connections

Emotional Intelligence

Learning Orientation

Innovation

LEADERSHIP ROLES & ENGAGEMENT

How Leaders Can Build Resilience at Multiple Levels

Dynamic Decision Making
Effective Meetings & Time Management
Team Management
Support Systems

Emphasize the role of the individual in organizational resilience

value of individual influences in the organizational performance, not only collective operations

Develop a culture that encourages change and welcomes experimentation, failure and learning

create shared values, goals, practices that encourage learning

Invest in individuals who demonstrate personal resilience

those who demonstrate resilience should be selected for, rewarded, and promoted to positions of influence, where they can serve as role models for other employees

Find the right balance of adversity and stability

Create expandable responsibilities – eliminate frustration that's created by excessive complexity/bureaucracy

Invest in individuals who demonstrate personal resilience

those who demonstrate resilience should be selected for, rewarded, and promoted to positions of influence, where they can serve as role models for other employees

Balance change and reflection

allow recovery periods with encouraging reflection, creating rotations between active and reflective roles, ensuring individuals maintain balanced activity portfolios

LEADERSHIP ROLES & ENGAGEMENT

Prepare organization to face high levels of uncertainty or needs to move quickly in a crisis

Organization Routines

challenges are predictable

Simple Rules/Heuristics

to speed-up processes and decision making in a less predictable challenges

Improvisation

creative efforts to address quick and effective solutions

speed; sharp increase in the rate at which the team had to make decisions, things were happening too quickly

complex/unfamiliar contexts; require to improvise, some challenges require out-of-the-box and ad-hoc solutions

Training staff to alter the combination of routines/heuristics/improvisation to match the changing requirements of different scenarios

Guidelines/ tools/ mechanisms for corporate and each unit, train and appoint well-trained staff for corporate and unit scope

Decision making model for corporate and each unit, allow empowerment and authorities anticipating crisis situations

Routine exercise crisis simulations on corporate and unit scales through different scenarios/cases

ORGANIZATION RESILIENCE

At micro level, resilient company will demonstrate better shareholder returns and are better than their peers at integrating new technologies, supporting customers, building partnerships, and attracting/retaining employees

At macro level, resilient organizations fuel investment in new business, strengthen GDP, enhance productivity, and enable the rapid movement and growth of talent and skills.

These companies prioritize leadership development and thus are driven by adaptable leaders who can facilitate the kinds of behavioral adjustments and mindset shifts required to be resilient in the face of changes

Rather than viewing sudden business disruptions as glass-half-empty situations, business leaders would do, well to emulate the moves of those in resilient organizations and look at the disruptions as opportunities to make lasting, substantive, positive changes to business as usual and fill the glass to the top

DISCUSSION

References

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